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Strengthening the institutional arrangements for support of gender equality and the empowerment of women

Report of the Secretary-General

Summary

The present report summarizes progress in the implementation of the section of General Assembly resolution 64/289 entitled "Strengthening the institutional arrangements for support of gender equality and the empowerment of women", by which the Assembly established, as a composite entity, the United Nations Entity for Gender Equality and the Empowerment of Women, known as UN-Women. The report covers progress in regard to general principles; governance of the Entity; administration and human resources; financing; and transitional arrangements.

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I. Introduction

1. In its resolution 64/289 on system-wide coherence, the General Assembly requested the Secretary-General to submit a progress report to the Assembly at its sixty-sixth and sixty-seventh sessions on the implementation of the section of the resolution entitled "Strengthening the institutional arrangements for support of gender equality and the empowerment of women". The present report, which is submitted in accordance with that request, summarizes the status of implementation of the above-mentioned section of the resolution, by which the Assembly established, as a composite entity, the United Nations Entity for Gender Equality and the Empowerment of Women, known as UN-Women, and covers general principles; governance of the Entity; administration and human resources; financing; and transitional arrangements.

2. In the same resolution, the General Assembly further decided to review the work of UN-Women at its sixty-eighth session, and requested the Secretary-General to present to the Assembly at that session a comprehensive report in that regard.

3. The establishment of UN-Women by the General Assembly was historic, creating a very high level of expectation on the part of all stakeholders for swift and tangible results to strengthen the system-wide capacity of the Organization to meet the challenges of the twenty-first century, including the increasing demand from Governments for the support of the United Nations system in advancing gender equality and women's empowerment.

II. Overall progress

A. Establishing the vision, mission and priorities of UN-Women

4. Since the adoption of resolution 64/289, UN-Women has worked systematically to ensure that it is capable of fully responding to the high expectations that greeted its creation. As a result, a year after the adoption of the resolution, UN-Women has laid a solid foundation for a strong and operationally effective organization to advance gender equality and the empowerment of women. The leadership of the governing bodies, the wide consultations carried out by the Under-Secretary-General/Executive Director of UN-Women, the field capacity assessment, the increasing commitment of donors and the progress made in integrating the diverse and committed staff of the constituent entities have all prepared UN-Women for a period of measurable results in the years to come.

5. Since UN-Women brings together the mandates and functions of the four previous entities engaged in the field of gender equality and the empowerment of women,[1] with an additional coordinating role (see paragraphs 49 and 53 of resolution 64/289), its strategic orientation and procedures have been geared to support an integrated approach to delivering concrete results in three functional areas, namely: (a) expanding demand-driven support to Member States at the

[1] The Office of the Special Adviser on Gender Issues and Advancement of Women and the Division for the Advancement of Women of the Secretariat; the United Nations Development Fund for Women (UNIFEM) and the International Research and Training Institute for the Advancement of Women (INSTRAW).

national level, in line with national priorities; (b) supporting intergovernmental processes to strengthen the global policy and normative framework for gender equality and its implementation on the ground; and (c) leading, coordinating and promoting the accountability of the United Nations system in its work on gender equality and the empowerment of women. Several key budgetary proposals and planning instruments[2] prepared shortly after its establishment enabled UN-Women to consolidate this integrated approach to the delivery of results. The organization chart of UN-Women was designed to produce the needed synergies and links between functional areas (see paras. 41 and 42 below).

6. In January 2011, as a first step in defining the workplan for UN-Women, the Under-Secretary-General/Executive Director launched her "Vision and 100-day action plan", which set out the core principles and priorities for the building of a strong organization. Those principles and priorities were subsequently validated in extensive consultations with Member States, entities of the United Nations system, civil society organizations and other stakeholders, and were a stepping stone for the preparation of the UN-Women strategic plan.

7. The first UN-Women strategic plan, 2011-2013 (see UNW/2011/9), sets out the Entity's vision, mission and priorities in supporting Member States and other entities of the United Nations system in the achievement of gender equality and women's empowerment, in accordance with the general principles established in General Assembly resolution 64/289. The plan builds on the momentum for action generated by milestones marked in 2009 and 2010, including the 30-year anniversary of the adoption of the Convention on the Elimination of All Forms of Discrimination against Women, the 10-year anniversaries of the Millennium Declaration and of Security Council resolution 1325 (2000) on women and peace and security, and the 15-year review of progress in the implementation of the Beijing Platform for Action. The plan also sets out to support Member States in closing the persisting implementation gaps between these global normative and policy commitments and women's daily realities, in the context of national priorities and in partnership with other stakeholders.

8. UN-Women used the process of preparing its strategic plan to consult with approximately 5,000 partners, including partners from national Governments, civil society and academia, the United Nations system and international development organizations. The consultations affirmed the Entity's main thematic areas of focus and helped clarify the needs of stakeholders as well as the expectations of United Nations partners vis-à-vis the role of UN-Women, in particular in regard to coordination and institutional strengthening. The consultations held by the Under-Secretary-General/Executive Director of UN-Women with Member States and civil society, including during the fifty-fifth session of the Commission on the Status of Women and the meetings of the Executive Board, as well as her country visits, contributed significantly to shaping the Entity's strategic orientation.

9. In preparing for its strategic plan, UN-Women conducted a field capacity assessment as basis for strengthening its capacity to provide coordination,

[2] These were: the revised proposal for the use of regular budget resources for the normative support of UN-Women (A/65/531); proposals for the use of voluntary resources for the support budget for the biennium 2010-2011 (UNW/2011/3); the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect.17)); and the UN-Women strategic plan, 2011-2013 (UNW/2011/9).

leadership and expertise on the ground in response to national demands. Completion of the assessment was a critical element in clarifying the current state of affairs with regard to the presence of United Nations entities working in support of women's equality and empowerment in the field and to propose a standard model of support to Member States.

10. On 30 June 2011, the Executive Board of UN-Women endorsed the UN-Women strategic plan, 2011-2013 (see decision 2011/3). The strategic plan provides the framework and direction for the support of UN-Women to Member States and its partnerships with women's organizations and networks, other civil society organizations, academia and experts, the mass media and the private sector; and its efforts to build institutional capacity to undertake the functions laid out in its founding resolution. The framework allows for flexible response to national priorities and needs, in accordance with the requests of Member States and the United Nations system. The unified results framework contained in the strategic plan has three interrelated components, namely: a development results framework; a management results framework; and an integrated resources framework. It focuses on results, indicators and targets that enable UN-Women to measure performance and contributions at national, regional and global levels. The Under-Secretary-General/Executive Director of UN-Women will submit to the Executive Board, beginning at its annual session in 2012, an annual progress report on the strategic plan, 2011-2013, and updates at its regular sessions in 2012 and 2013.

Vision, mission statement and thematic priorities of UN-Women

The vision of UN-Women is that of a world where societies are free of gender-based discrimination, where women and men have equal opportunities, where the comprehensive economic and social development of women and girls is ensured so that they can provide leadership for the changes that they want to see, where gender equality and women's empowerment are achieved and where women's rights are upheld in all efforts to further development, human rights, peace and security.

Mission statement

Grounded in the vision of equality enshrined in the Charter of the United Nations, the Entity will work for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. Placing women's rights at the centre of all its efforts, the Entity will lead and coordinate United Nations system efforts to ensure that commitments on gender equality and gender mainstreaming translate into action throughout the world. It will provide strong and coherent leadership in support of the priorities and efforts of Member States, building effective partnerships with civil society and other relevant actors.

Five thematic priorities

(a) Expanding women's leadership and participation;

(b) Ending violence against women;

(c) Strengthening the implementation of the women and peace and security agenda;

(d) Enhancing women's economic empowerment;

(e) Making gender equality priorities central to national planning and budgeting at all levels.

B. The coordination role of UN-Women

11. In its resolution 64/289 the General Assembly highlighted the additional role of UN-Women in regard to coordination and accountability of the United Nations system on gender equality and women's empowerment, including on gender mainstreaming (see paras. 53 and 58, in particular). While all four previous entities had undertaken some level of coordination, those efforts were not comprehensive and accountability for results was often lacking.

12. UN-Women has made progress in developing a coordination strategy to strengthen leadership, coordination and accountability on gender equality and women's empowerment and support to gender mainstreaming across the United Nations system. The strategy builds on existing United Nations coordination mechanisms on gender equality and the empowerment of women and outlines the work of UN-Women at a number of levels across the United Nations system, through mechanisms such as the United Nations System Chief Executives Board for Coordination (CEB), the High-Level Committee on Programmes, the High-Level Committee on Management and the Inter-Agency Network on Women and Gender Equality. The strategy also covers the Entity's approach to coordination at the regional level, working in particular with the regional commissions and regional coordination mechanisms. In regard to country-level coordination, UN-Women will work with the United Nations Development Group, regional directors' teams and directly with United Nations country teams.

13. UN-Women reached a milestone in assuming its leadership role in coordination for gender equality and women's empowerment when, in accordance with paragraph 69 (b) of General Assembly resolution 64/289, it became a full member of CEB in the fall of 2010. In its participation in all related mechanisms, UN-Women is creating new opportunities for the United Nations system as a whole to work strategically for the promotion of gender equality and women's empowerment and to address women's rights and needs. It is placing a stronger and more systematic focus on support for gender mainstreaming across the United Nations system. The Entity also participates in other coordination mechanisms, including the Executive Committee on Economic and Social Affairs and the Executive Committee on Peace and Security. UN-Women continues to report on progress on mainstreaming a gender perspective into all policies and programmes in the United Nations system, in accordance with relevant legislative mandates (see

Economic and Social Council resolution 2010/29, and the report of the Secretary-General of 11 May 2011 (E/2011/114)).

14. The Inter-Agency Network on Women and Gender Equality has a key role to play in ensuring that United Nations system-wide efforts deliver concrete results. As the chair and secretariat of the Network, UN-Women places special emphasis on strengthening the Network so as to enhance its impact and effectiveness. Its increased support to the Network's annual session and intersessional work is already leading to tangible results, especially as it relates to the Network's identification of emerging issues of concern to the entire United Nations system, as well as in the context of UN-Women's five thematic areas of focus, where cooperation is expanding. The Network's task forces and standing committees, for example those on women and peace and security and on women's economic empowerment, are benefiting from the increased support of the Entity, especially in achieving effective follow-up to and implementation of agreements and action recommendations that emanate from those bodies.

15. However, despite progress, it is clear that effective results on coordination require an institutionalized system-wide accountability mechanism on gender equality. While accountability mechanisms exist at some United Nations entities, a common mechanism is needed to which the system can be held accountable for work on gender equality. Towards that end, UN-Women has initiated consultations with entities of the United Nations system to develop such a mechanism, for endorsement by CEB.

C. Interaction with civil society

16. The four entities that were consolidated to form UN-Women maintained vibrant relationships with non-governmental and civil society organizations. In response to paragraph 55 of resolution 64/289, UN-Women has continued the practice of effective consultation with such organizations in the promotion of gender equality and the empowerment of women at all levels.

17. At UN-Women, a Civil Society Section has been created within the Intergovernmental Support and Strategic Partnerships Bureau in order to maintain and forge effective partnerships with civil society and to coordinate and facilitate the meaningful participation of non-governmental organizations (NGOs) in the annual sessions of the Commission on the Status of Women. For the fifty-fifth session, UN-Women coordinated the participation of 1,665 representatives from 352 NGOs in consultative status with the Economic and Social Council, including facilitating attendance through an on-site registration procedure and the processing of the written and oral contributions of the NGOs, in accordance with relevant rules and established practice, in cooperation and coordination with other secretariat services. At the invitation of the Executive Board, NGOs in consultative status with the Council may also participate in its deliberations for questions that relate to their activities (see rule 16.3 of the rules of procedure of the Council).

18. The engagement and partnership of UN-Women with women's organizations and networks and other civil society organizations is a key element in its strategic plan, 2011-2013, and civil society actors were consulted as part of the above-mentioned field capacity assessment in early 2011, as well as during the partner

consultations on the strategic plan from January to early April 2011, when UN-Women reached out to a broad and diverse range of networks and organizations.

19. UN-Women is currently working to establish a civil society advisory group as a standing mechanism for dialogue between civil society and the Entity on key policy issues. The formation of regional and national civil society mechanisms to bring this consultative and advisory function closer to the ground, as well as the establishment of ad hoc thematic working groups to consider specific concerns in an inclusive manner, is also under consideration.

III. Transitional arrangements

20. All transitional arrangements outlined in paragraphs 81 to 88 of resolution 64/289 were successfully completed by the end of 2010, thus enabling UN-Women to become fully operational on 1 January 2011. The Secretary-General appointed Ms. Michelle Bachelet (Chile) as the first Under-Secretary-General/Executive Director of UN-Women. Ms. Bachelet, who assumed duty on 19 September 2010, oversaw the consolidation of the institutional and operational arrangements, partnerships and brands of the four previous entities. An inventory of the assets and liabilities of the four former entities covering United Nations Headquarters, field and liaison office locations has been completed and all assets and liabilities have been transferred from the previous four entities to UN-Women.

21. At the request of the General Assembly (see para. 87 of resolution 64/289), the Economic and Social Council dissolved INSTRAW on 20 July 2010 (see Council resolution 2010/7). The Assembly had already dissolved UNIFEM (see para. 86 of resolution 64/289).

22. Along with the structural and organizational consolidation of UN-Women, consolidation of office premises of the staff of UN-Women based at Headquarters is progressing well. A lease for new premises (at 220 East 42nd Street) was signed in the first quarter of 2011. The space is being improved to comply with safety, fire, environmental and building codes, and to adapt it to the needs of UN-Women. Since early 2011, some 30 staff members at Headquarters in New York have been located at temporary quarters at the new location. It is expected that most Headquarters-based staff will move to the new offices in September 2011.

23. Work is well under way to complete the integration of the Entity's information technology systems. All e-mail domains have been unified to @unwomen.org and the migration of UN-Women into the Microsoft exchange messaging system is expected to be completed by July 2011. Desktop software has been standardized, and desktop alignment to the same software versions is being undertaken. UN-Women's knowledge management and unified communications platforms are expected to be rolled out in 2011. A new programme and operations manual is expected to be completed by August 2011.

24. There was no disruption of activities of the four former entities during the transition as previous operational arrangements continued until their replacement by new arrangements, as applicable. For example, at United Nations Headquarters, arrangements pertaining to the fifty-fifth session of the Commission on the Status of Women were transferred smoothly from Secretariat-based applications to the Atlas-based system used by UN-Women. The payroll and other expenses for staff at

Headquarters and at the location of the former INSTRAW were also effectively transitioned and they have been processed and paid through the Atlas-based system since January 2011.

IV. Governance of UN-Women

25. General Assembly resolution 64/289 provides that the Assembly, the Economic and Social Council and the Commission on the Status of Women shall constitute the multitiered intergovernmental governance structure for the normative support functions of UN-Women and shall provide normative policy guidance to it, and that the Assembly, the Council and the Executive Board of UN-Women shall constitute the multitiered intergovernmental governance structure for its operational activities, including the provision of operational policy guidance. In addition, the Commission on the Status of Women and the Executive Board of UN-Women are to work closely together to provide coherent guidance and direction in their respective areas. In accordance with the resolution, the intergovernmental governance structure is providing guidance to UN-Women.

A. Executive Board of UN-Women

26. On 10 November 2010, in accordance with resolution 64/289, the Economic and Social Council elected the first Executive Board of UN-Women. The Entity serves as the secretariat of the Executive Board.

27. The Executive Board is composed of 41 members, elected for three-year terms.[3] The Economic and Social Council decided to stagger the term of membership for the 35 members of the Executive Board elected from the five regional groups, pursuant to paragraphs 60 (a) to (e) of resolution 64/289, by the drawing of lots for the first election, for members to serve two-year and three-year terms. It also decided to elect the Executive Board's six contributing countries, pursuant to paragraph 60 (f) of resolution 64/289, for a three-year term (per Council resolution 2010/35 and Council decision 2010/201 F). The election of contributing members was based on a list of the average annual voluntary contributions of Member States, in the calendar years 2008, 2009 and 2010 to the core budget of the former UNIFEM for which statistical data were available. This list was provided by the Secretary-General in accordance with paragraph 62 of resolution 64/289.

28. The Executive Board has already taken critical organizational, procedural and substantive actions that are instrumental to the ability of UN-Women to deliver results. Following the elections, the Executive Board held its organizational session

[3] The composition is as follows: (a) 10 from African States (Angola, Cape Verde, Congo, Côte d'Ivoire, Democratic Republic of the Congo, Ethiopia, Lesotho, Libyan Arab Jamahiriya, Nigeria and the United Republic of Tanzania); (b) 10 from Asian States (Bangladesh, China, India, Indonesia, Japan, Kazakhstan, Malaysia, Pakistan, the Republic of Korea and Timor-Leste); (c) 4 from Eastern European States (Estonia, Hungary, the Russian Federation and Ukraine); (d) 6 from Latin American and Caribbean States (Argentina, Brazil, the Dominican Republic, El Salvador, Grenada and Peru); (e) 5 from Western European and other States (Denmark, France, Italy, Luxembourg and Sweden); and (f) 6 from contributing countries (Mexico, Norway, Saudi Arabia, Spain, the United Kingdom of Great Britain and Northern Ireland and the United States of America).

on 15 and 22 December 2010 and elected its Bureau for a term of one year. At its first regular session (24 to 26 January 2011), the Executive Board adopted its rules of procedure (see UNW/2011/6) as well as the biennial support budget for 2010-2011 funded from voluntary resources (see UNW/2011/8, decision 2011/1).

29. At its resumed first regular session on 8 April 2011, the Executive Board adopted the Financial Regulations for UN-Women (see UNW/2011/8/Add.1, decision 2011/2). At its first annual session, from 27 to 30 June 2011, the Executive Board considered and endorsed the UN-Women strategic plan, 2011-2013 (see decision 2011/3).

30. As mandated by the General Assembly, the Executive Board will report annually on its programme and activities to the Assembly through the Economic and Social Council at its substantive session. These reports will in future cover a calendar year, in accordance with the practice of other executive boards. In 2011, the results of the organizational, first and resumed regular and annual sessions will be submitted to the Council.

31. The Executive Board has also assumed its function of promoting effective coordination and coherence among operational activities on gender mainstreaming and the empowerment of women (see para. 66 of resolution 64/289). The Executive Board participated for the first time in the joint meeting of the Executive Boards of the United Nations Development Programme (UNDP)/United Nations Population Fund (UNFPA), United Nations Children's Fund (UNICEF), UN-Women and the World Food Programme (WFP), on 4 and 7 February 2011. The discussion of mainstreaming gender perspectives through the work of the agencies and envisaged collaboration with UN-Women provided members of the Boards with an early opportunity for an exchange of views with the executive heads of the funds and programmes and the Entity on the future direction of cooperation and coordination. Together with the operational activities segment at the annual session of the Economic and Social Council, the yearly joint meeting of the Executive Boards will be a key opportunity for enhancing gender mainstreaming and the empowerment of women in the operational work of the United Nations system.

B. Commission on the Status of Women

32. The Commission on the Status of Women provides normative policy guidance to UN-Women, which serves as the secretariat of the Commission. On 14 March 2011, the Commission successfully completed its fifty-fifth session, the first that was serviced by UN-Women. The Commission held a general discussion; a high-level round table; and five interactive panel discussions. Member States and other stakeholders considered a priority and a review theme and discussed one emerging issue. The Commission adopted agreed conclusions on the priority theme and several resolutions. The session attracted large numbers of participants from Governments, NGOs and the United Nations system. United Nations entities and Member States convened some 60 parallel events and there were well over 200 events organized by NGOs.

33. UN-Women will continue to support the global-level intergovernmental processes on gender equality and the empowerment of women, within the framework of the Beijing Declaration and Platform for Action, including its 12 critical areas of concern, the outcome of the twenty-third special session of the

General Assembly and related instruments, standards and resolutions. Furthermore, it will engage with a range of sectoral intergovernmental processes with a view to enhancing attention to gender perspectives in analysis and outcomes.

C. Working relationship between the Commission on the Status of Women and the Executive Board of UN-Women

34. Emphasizing the need to establish concrete results-based reporting mechanisms, as well as the need for coherence, consistency and coordination between the normative and operational aspects of the work of UN-Women, the General Assembly requested the Commission on the Status of Women and the Executive Board of the Entity to work closely together to provide coherent guidance and direction in their respective areas. It also requested the Economic and Social Council to establish appropriate and concrete linkages between the Commission and the Executive Board in order to ensure consistency between the overall policy guidance set by the Commission and the operational strategies and operational activities approved by the Executive Board (see paras. 67 (a) and (b) of resolution 64/289).

35. This process has been initiated and is ongoing. UN-Women has supported the intergovernmental bodies concerned in their efforts to implement the direction provided by the General Assembly. In particular, the Bureau of the Economic and Social Council convened a first meeting with the bureaux of the fifty-fifth session of the Commission on the Status of Women and of the Executive Board on 14 January 2011 to initiate a dialogue on the relationship between the Commission and the Board and on possible modalities and framework for generating effective linkages between the two bodies. At a subsequent meeting of the two bureaux, on 25 February, members exchanged views on the modalities of the working relationship, with a focus on simple, effective and results-oriented interaction, building on existing examples of good practice. The Bureau of the fifty-fifth session of the Commission informed the newly elected Bureau of the fifty-sixth session of the Commission of the steps taken in this regard.

36. On 10 June 2011, the Bureau of the Economic and Social Council, in preparation for the substantive session of 2011, met with the chairs of the Commission and Executive Board to discuss implementation of paragraph 67 of resolution 64/289.

D. Implementation of paragraphs 67 (c) and (d) of General Assembly resolution 64/289

37. In accordance with paragraphs 67 (c) and (d), the Under-Secretary-General/Executive Director is requested to submit to the Commission on the Status of Women an annual report on the normative aspects of the work of UN-Women and on its implementation of the policy guidance provided by the Commission, to submit an annual report on operational activities for the consideration of the Executive Board and to report on those activities to the Economic and Social Council during its operational activities segment of its annual substantive session.

38. This mandate provides an opportunity for the Under-Secretary-General/Executive Director to present to the intergovernmental bodies a holistic picture of the work of the Entity and of the impact and results achieved through the integration of its mandates and functions. Although a first report under the mandate was submitted to the fifty-fifth session of the Commission on the Status of Women (E/CN.6/2011/2), it had been finalized before UN-Women became operational and it focused on key aspects of the transition process. The future reports of the Under-Secretary-General/Executive Director under the mandate will provide a critical assessment of progress, gaps and challenges in the implementation of the Commission's normative guidance (see para. 67 (c) of resolution 64/289). Similarly, and following the practice of executive heads of funds and programmes of the United Nations, the Under-Secretary-General/Executive Director will report on the operational activities of UN-Women to the Executive Board and to the Economic and Social Council during its operational activities segment of its annual substantive session. Such a report will be submitted for the first time to the Executive Board at its first regular session in 2012, and subsequently to the Council at its substantive session of 2012.

V. Administration and human resources

39. For the purpose of implementing paragraph 72 of General Assembly resolution 64/289 on personnel matters relating to UN-Women, the Secretary-General delegated formal authority to the Under-Secretary-General/Executive Director of UN-Women, as of 1 January 2011, in matters pertaining to human resources management (see ST/SGB/2011/2). The Under-Secretary-General/Executive Director exercises this authority in accordance with the Staff Regulations and Rules of the United Nations, including the appointment of staff members of UN-Women through the issuance of letters of appointment.

40. In March 2011, the Secretary-General appointed Ms. Lakshmi Puri (India) as Assistant Secretary-General and Deputy Executive Director for Intergovernmental Support and Strategic Partnerships; and Mr. John Hendra (Canada) as Assistant Secretary-General and Deputy Executive Director for Policy and Programme. Six senior positions at the D-2 level were advertised in January 2011. Senior management team appointments were announced on 24 June 2011.

41. The creation of a dynamic and innovative organization, supported by strategic human resources management, has been a priority for the Under-Secretary-General/Executive Director of UN-Women since she assumed office. Towards that end, she has put in place a two-pillar organizational structure (intergovernmental support and strategic partnerships; and policy and programmes) as the most effective way to ensure functional and thematic links across the Entity. This structure integrates the normative support, advocacy, coordination, operational and capacity development, training and research functions, including those of communications and outreach to civil society, and partnership mobilization. It is also designed to respond to the mandate of promoting effective coordination and coherence within the United Nations system at all levels.

42. The two-pillar structure is complemented by the Office of the Under-Secretary-General/Executive Director and the Division for Management and Administration. This structure was presented to the General Assembly as part of the

revised 2011 regular budget and to the Executive Board as part of the revised 2011 support budget. The staffing of UN-Women has already been configured according to the new organization chart.

43. UN-Women is committed to achieving a cohesive workforce, and aims to become the employer of first choice for those wanting to make a difference for women. UN-Women is developing a comprehensive human resources management framework to deliver responsive and quality human resources that meet the Entity's requirements within the parameters of the Staff Regulations and Rules of the United Nations. This framework will support human resources planning and policy, organizational design, recruitment and staffing and learning, as well as talent, performance and workforce management.

44. The consolidation of the four former United Nations entities into UN-Women was a critical milestone in the achievement of a cohesive workforce. An alignment exercise for Headquarters positions, carried out from December 2010 to January 2011, resulted in the alignment, or matching, of 94 per cent of reviewed Headquarters positions (150 out of 159). The Under-Secretary-General/Executive Director announced the outcome of the exercise on 4 February 2011.

45. The alignment exercise for Headquarters positions was based on human resources guidelines for the consolidation process, which were issued by the Under-Secretary-General/Executive Director on 6 December 2010. A human resources transition team included members of the Human Resources Centre of the former UNIFEM, the Office of Human Resources Management of the Secretariat and a senior human resources and change management expert. It was supported by the Office of Human Resources of UNDP and representatives of the UN-Women transition team. The team had responsibility for addressing human resources issues and for ensuring that decisions made were in the best interest of both staff and the Organization.

46. The alignment exercise was followed by a two-phased competitive selection process which was open to internal and external candidates, to fill unaligned, new, vacant and established core positions at Headquarters. Specialized workshops on competency-based interviewing skills were conducted by the UN-Women Human Resources Section in order to provide adequate support to staff in the competitive selection process. The consolidation process involving field positions is expected to be rolled out in July 2011.

47. In order to enhance information flow and transparency during the transition, staff of the four previous entities were represented in staff-management relations by the United Nations Staff Union and the Staff Council of UNDP/UNFPA and the United Nations Office for Project Services (UNOPS) on consultations in regard to human resources policies, procedures and guidelines for the consolidation process. Based on best practices, each of the four previous entities designated staff observers to observe and follow up on the consolidation process, to inform the staff of UN-Women, and to reflect staff feedback throughout the implementation phase.

VI. Financing

A. Regular budget resources

48. The approval by the General Assembly of the revised proposal for the use of regular budget resources for the biennium 2010-2011, by which it authorized the use of such resources by UN-Women, was a key step towards its successful operationalization on 1 January 2011. In accordance with paragraph 75 of resolution 64/289, the resources required to service the normative intergovernmental processes are provided from the regular budget and approved by the Assembly. The revised proposal (A/65/531) sought an increase of three posts, from 42 to 45, funded from the regular budget; as well as approval of the use of the "grant modality" to administer the annual share of UN-Women from the regular budget. Following consideration by the Advisory Committee for Administrative and Budgetary Questions (A/65/593), the Assembly established three new posts (Under-Secretary-General, D-2 and General Service (Other level)), under section 37 (UN-Women) of the programme budget for the biennium 2010-2011. It also approved the use of a grant arrangement pertaining to the regular budget portion of UN-Women and decided that posts financed by the grant from the regular budget were to be requested on a post-by-post basis in future regular budget proposals (Assembly resolution 65/259, sect. VI).

49. UN-Women's proposed programme budget for the biennium 2012-2013 has been prepared in accordance with the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8). The proposal (A/66/6 (Sect. 17)), which will be before the General Assembly, through the Advisory Committee for Administrative and Budgetary Questions and the Committee for Programme and Coordination, seeks an increase in two posts for programme support, namely one Administrative Officer and one Budget and Finance Officer, for services previously provided largely by the Executive Office of the Department of Economic and Social Affairs. An analysis of the functions of the posts funded from the regular budget will be provided in the next proposed programme budget for the biennium 2014-2015, in accordance with the relevant provisions of resolution 65/259. By that time, UN-Women will have been operational for two years, enabling it to find the most effective ways for delivering its mandates and functions and meeting evolving needs. The analysis will also inform the programme budget proposals for the biennium 2014-2015.

50. The establishment of UN-Women and the preparation of the revised proposal for the use of regular budget resources approved for the biennium 2010-2011 and the proposed programme budget for 2012-2013 also necessitated a revision of the strategic framework that had previously governed the work of subprogramme 2, Gender issues and advancement of women (see A/63/6/Rev.1; A/65/6/Rev.1 and A/65/6 (Prog. 7)). Consequently, a revised strategic framework for the bienniums 2010-2011 and 2012-2013, reflecting the revision of the programmatic aspects arising from the creation of UN-Women through the Committee for Programme and Coordination, will be before the Assembly for its consideration at its sixty-sixth session (A/66/82) (see sect. VI, para. 10 of General Assembly resolution 65/259).

51. Pursuant to the approval by the General Assembly of the use of a grant arrangement pertaining to the regular budget portion of UN-Women, this modality is

now being implemented. Following issuance of an allotment advice of $6,957,100 by the Programme Planning and Budget Division of the Secretariat, UN-Women has authorized expenditures for the balance of the biennium 2010-2011 as approved by the Assembly at its sixty-fifth session.

B. Voluntary resources for the support budget

52. Additionally, the Under-Secretary-General/Executive Director of UN-Women submitted to the Executive Board a proposal for the use of voluntary resources for the support budget for the biennium 2010-2011 (see para. 77 of resolution 64/289). The biennial support budget was approved by the Board at its first regular session in January 2011 (see UNW/2011/8, decision 2011/1).

53. The approved support budget for the biennium 2010-2011 of $51.5 million sets the stage for a more effective United Nations response to the requests for support from Member States. It includes an additional eight posts located at United Nations Headquarters, 24 new posts in the field and a change in the funding source from programme budget funding to support budget funding for 117 field posts. The Executive Board also approved additional funding for the support budget in the amount of $2.5 million to cover United Nations-mandated security costs, $0.3 million for costs related to the adoption of the International Public Sector Accounting Standards and enhancement of the Atlas system, $5 million to support change management and $3 million for the move to new premises and related technological installation.

54. The Executive Board will consider the support budget for the biennium 2012-2013 at its second regular session of 2011, scheduled to take place from 5 to 7 December 2011. Preparation of the support budget for the next biennium will take the results of the Executive Board's discussions on the strategic plan, 2011-2013, fully into account.

55. Pursuant to paragraph 79 of resolution 64/289, the proposed financial regulations and rules of UN-Women were submitted by the Under-Secretary-General/Executive Director to the Executive Board, following review thereof by the Advisory Committee on Administrative and Budgetary Questions. By its decision 2011/2 (see UNW/2011/8/Add.1), the Executive Board of UN-Women adopted the Financial Regulations (UNW/2011/5 and Rev.1 and Add.1) and they became effective, along with the Financial Rules, as of that date.

C. Voluntary contributions to UN-Women

56. In establishing UN-Women, the General Assembly stressed the need to ensure adequate funding for the Entity and invited Member States to provide core, multi-year, predictable, stable and sustainable voluntary contributions (see para. 80 of resolution 64/289). The Assembly thus clearly recognized the lack of resources as one of the main gaps in the ability of the United Nations system to effectively support the achievement of the goal of gender equality and women's empowerment.

57. One year after its establishment, the resource situation of UN-Women is improving, although the Entity remains under-resourced. The UN-Women strategic plan, 2011-2013, is premised on a resource level that will enable it to achieve

ambitious results and meet expectations and needs. The Entity is therefore putting in place a resource mobilization strategy to reach its ambitious but realistic funding targets. The strategy aims to achieve significantly larger investments from Member States. At the same time, UN-Women is working to expand and deepen its resource base, including by tapping non-traditional funding sources such as the private sector and foundations. Based on pledges made and contributions received as of 1 June 2011, voluntary contributions to unearmarked (core) resources are expected to reach $125 million, and contributions to earmarked (non-core) resources are expected to reach $100 million in 2011. This will require that all written and verbal pledges are kept.

58. Targets for total voluntary contributions (core and non-core) to UN-Women for the 2011-2013 period (3 years) amount to $1.2 billion. The target for annual contributions is to increase to an amount of $300 million in 2011, $400 million in 2012 and $500 million in 2013. Reaching this level of contributions will signal the commitment of Member States and other contributors to addressing the severe under-resourcing of the work of the United Nations for gender equality and women's empowerment. The projections are consistent with the Secretary-General's estimation (A/64/588) of the funding requirement for the start-up phase of UN-Women at approximately $500 million annually, acknowledging that meeting this funding requirement would depend on the response of Member States. Reaching these targets is needed in order to front-load core capacity for UN-Women to respond to mandates and to set in motion a virtuous circle between resources, capacity to deliver and results achieved for women.

59. The financial targets project that voluntary unearmarked (core) resources will reach $600 million for 2011-2013: $150 million in 2011, $200 million in 2012 and $250 million in 2013. The financial targets builds on an analysis of past trends, commitments already made in 2011 and other pledges. The target for the level of voluntary unearmarked (core) resources reflects the commitment of UN-Women to attain a favourable balance between core and non-core resources. This draws on the recognition by Member States that core resources, because of their united nature, constitute the bedrock of the operational activities for development of the United Nations system and are required for effective financial planning and efficient support to operational activities (see General Assembly resolution 62/208).

60. The target for contributions to earmarked (non-core) resources is set to reach $600 million: $150 million in 2011, $200 million in 2012 and $250 million in 2013. The projections for non-core contributions include funding for the two trust funds managed and administered by UN-Women, the Fund for Gender Equality and the United Nations Trust Fund to End Violence against Women. These funds support key priorities of UN-Women.

61. An online registry has been created to provide information on contributions pledged and received (http://www.unwomen.org/wp-content/uploads/2011/01/2011_pledges_UN_Women_core_resources.pdf). The registry was established in response to resolution 64/289 and aims to ensure that reporting on funding is transparent and that information is easily accessible to Member States.

D. Expansion of the capacity of UN-Women

62. As directed by the General Assembly (resolution 64/289, para. 88), the expansion of the capacity of UN-Women is proceeding on the basis of proposals by the Under-Secretary-General/Executive Director of UN-Women to the Executive Board. Initial proposals were submitted to the Board as part of the revised support budget for 2011. In its decision 2011/1, the Executive Board endorsed a budgetary provision as an interim measure pending the consideration of the UN-Women strategic plan, 2011-2013, for strengthening of a total of 34 offices, through the creation of new posts, the upgrading of existing posts or the transfer of funding from programme to support budget. UN-Women will be submitting further proposals for expansion of its capacity as part of the biennial support budget 2012-2013.

63. An essential dimension of the strategy of UN-Women is the vision of eventually offering a standard model of support to Member States in 75 countries, and, with this in mind, the Entity has proposed criteria for expanding its national presence, based on requests from individual Governments. The areas of concern include: the situation of gender equality; national development and income levels; active conflict and post-conflict situations and other kinds of insecurity faced by women in a given country; and high levels of inequality within a given country (see UNW/2011/9, annex IV). UN-Women aims to strengthen its support to an additional 20 countries in 2012, and to another 21 in 2013. In keeping with its commitment to pay special attention to the least developed countries/low income economies, UN-Women aims to cover them through country or subregional offices with multi-country coverage by the end of 2013.

VII. Summary and conclusions

64. One year after the establishment of UN-Women by the General Assembly, the core elements for the effective functioning of the Entity are in place. This is in particular the case in regard to the Entity's governance structure with the establishment and conduct of business of the UN-Women Executive Board and the preparation of key planning and budgeting instruments and decisions thereon by the relevant intergovernmental bodies.

65. UN-Women has smoothly assumed its responsibilities of supporting intergovernmental normative processes with the successful session of the Commission on the Status of Women and it will continue to exercise its normative support function throughout the intergovernmental calendar.

66. UN-Women has made excellent progress in putting in place the necessary administrative frameworks and consolidating its staff resources, especially at Headquarters. The completion of the alignment process at Headquarters is imminent and the senior management team has been appointed. While UN-Women has initiated the consolidation and strengthening of its field office structure, it is yet to fully establish its presence on the ground. With further progress in this area, UN-Women will be able to provide, through its normative support functions and operational activities, guidance and technical support on gender equality, the empowerment and rights of women and gender mainstreaming to all Member States, across all levels of development and in all regions, at their request, pursuant to paragraph 51 (b) of resolution 64/289.

67. The mobilization of necessary resources for achieving its goals remains a challenge, but such resources are critical if UN-Women is to deliver on the expectations of stakeholders. The availability of the projected contributions will send a clear signal of political will and commitment of support to the realization of gender equality and the empowerment of women.

68. While the components of an effective coordination and accountability framework are being put in place, further elaboration of the role of UN-Women in leading, coordinating and promoting the accountability of the United Nations work for gender equality is needed in order for the framework to become fully effective. UN-Women has expanded its consultations with civil society, and is putting mechanisms in place to support such interaction.

69. As mandated by the General Assembly, a further progress report on the implementation of the relevant part of resolution 64/289 will be submitted to the Assembly at its sixty-seventh session. At its sixty-eighth session, the Assembly will review the work of UN-Women on the basis of a comprehensive report.